

CONTACT INFORMATION Texas A&M University
College Station, 77845 USA
anupam@tamu.edu
979.845.2253

EDUCATION **INSEAD**, Fontainebleau, France
Ph.D., Technology and Operations Management, 2008
• Thesis Topic: Essays on Supply Chain Efficiency
• Advisors: Professors Luk Van Wassenhove, Arnoud De Meyer

M.S., Technology and Operations Management, 2006
Indian Institute of Management, Calcutta, India.
P.G.D.M. (MBA), 1994
Indian Institute of Technology, Kanpur, India.
B. Tech., 1992

PROFESSIONAL APPOINTMENTS **Associate Professor**
Texas A&M University. July 2015– present
Research Fellow
Mosbacher Institute at the Bush School of Government and Public Service, Texas A&M University. November 2019– present.
Assistant Professor of Business Administration
University of Illinois at Urbana-Champaign. August 2008– June 2015.

RESEARCH INTERESTS In a career spanning over a decade in the industry, I have worked in various areas of Supply Chain Management (SCM), specifically procurement, supplier development, and new product development, with ITW Signode Inc, Procter & Gamble, and Tata Motors. My empirical research with firms such as Tata Motors, Tata Daewoo, BMW, and Knorr Bremse focused on procurement, sourcing of modular components and learning between buyers and suppliers, and has informed the practice of supply chain at these firms. I advise the Government of India on streamlining the Public Distribution System and improving the efficacy of the Mid-Day Meal scheme. I am also working with startups such as Technosys and Edunirvana on their strategic positioning, and Acuva Technologies on their supply chain strategy.
My academic research has three streams. The first stream focuses on SCM with special interest themes of learning & depreciation of learning (or forgetting) in supply chains, retailing & returns, healthcare, and sustainability. In this stream, I have published in academic journals such as Management Science, Manufacturing and Service Operations Management, California Management Review, Production and Operations Management, and Journal of Cleaner Production. The second stream looks at how firms can benefit from better raw materials sourcing and new manufacturing techniques for producing these raw materials, including Nanomachining. In this stream, I have published in academic journals such as Wear, Computational Materials Science, Precision Engineering, and the Journal of Manufacturing Science and Engineering. My third research stream centers around social issues such as combating crimes against women and managing healthcare in underserved areas; an area where I am actively researching nowadays.

- Priya B., Biswas I., Agrawal A. *The over-ordering problem in trade credit: Role of return policies* European Journal of Operational Research. Forthcoming.
<https://doi.org/10.1016/j.ejor.2023.01.013>. 2023
- Gupta, S., Agrawal, A., Ryan, J.K. *Agile contracting: Managing incentives under uncertain needs* Production and Operations Management. Forthcoming.
<https://doi.org/10.1111/poms.13909>. 2022.
- Ertekin, N., Agrawal A. *How Does a Return Period Policy Change Affect Multichannel Retailer Profitability?* Manufacturing and Service Operations Management. 23(1):210-229, 2021.
- Pana Y., Zhoua P. , Yana Y. , Agrawal A., Wanga Y., Guo D., Goel S. *New insights into the methods for predicting ground surface roughness in the age of digitalisation.* Precision Engineering. 67: 393-418, 2021.
- Agrawal, A., Mukherjee, U., Muthulingam, S. *Does Organizational Forgetting Affect Quality Knowledge Gained Through Spillover?* Production and Operations Management. 29(4):904-934, 2020.
- Goel S., Hawi S., Goel G., Thakur V.K., Agrawal A., Pearce O., Hoskins C., Hussain T., Upadhyaya H.M., Cross G., Barber A.H. *Resilient and Agile Engineering Solutions to Address Societal Challenges such as Coronavirus Pandemic* Materials Today- Chemistry, 17:September, 2020.
- Goel G., Kalamdhad, A., Agrawal A. *Parameter optimisation for producing fired bricks using organic solid wastes* Journal of Cleaner Production. 205(20):836-844, 2018.
- Goel S., Cross G., Stukowski A., Gamsjäger A., Beake B., Agrawal A. *Designing nanoindentation simulation studies by appropriate indenter choices: Case study on single crystal Tungsten* Computational Materials Science. 152, 196-210, 2018.
- Agrawal A., Muthulingam S., Rajapakshe T. *How Sourcing of Interdependent Components affects Quality in Automotive Supply Chains.* Production and Operations Management. 26(8):1512-1533, 2017.
- Agrawal A., Muthulingam S. *Does Quality Knowledge Spillover at Shared Suppliers? An Empirical Investigation.* Manufacturing & Services Operations Management. 18(4):525-544, 2016.
- Kwon D.H., Xu W., Agrawal A., and Muthulingam S. *Impact of Bayesian Learning and Externalities on Strategic Investment.* Management Science. 62(2):550-570, 2016.
- Agrawal, A., Kwon, H. , Kim Y., Muthulingam, S. *Investment in Shared Suppliers: Effect of Learning, Spillover, and Competition.* Production and Operations Management. 25(4):736-750, 2016.
- Agrawal A., Bhattacharya S., and Hasija S. *Cost-reducing innovation and the Role of Patent Intermediaries.* Production and Operations Management. 25(2):173-191, 2016.
- Agrawal A., Muthulingam S. *Does Organizational Forgetting Affect Vendor Quality Performance? An Empirical Investigation.* Manufacturing & Services Operations Management. 17(3):350-367, 2015.
- Agrawal A., Goel S., Rashid W., and Price M. *Modelling for Prediction of Surface Roughness during Hard Turning of 69 HRC Steel.* Applied Soft Computing. 30, 279-286, 2015.
- Agrawal A., Wassenhove L.V., and Meyer A. D. *The Sourcing Hub and Upstream Supplier Networks.* Manufacturing & Services Operations Management. 16(2), 323-327, 2014.

- Agrawal A., Meyer A.D., and Wassenhove L.V. *Managing value in Supply Chains - Case Studies on Sourcing Hub Concept*. California Management Review. 56(2), 23-54, 2014.
- Agrawal A. *Managing Raw Material in Supply Chain*. European Journal of Operational Research. 298, 685-698, 2014.
- Goel S., Agrawal A., and Faisal, N. *Can a Carbon Nano-coating Resist Metallic Phase Transformation in Silicon Substrate during Nanoimpact?* Wear. 315, 38-41, 2014.
- Goel S., Joshi S., Abdelal, G., and Agrawal A., *Molecular Dynamics Simulation of Nanoindentation of Fe₃C and Fe₄C*. Materials Science and Engineering (A). 597, 331-341, 2014.
- Goel S., Faisal N., Ratia V., Agrawal A., and Stukowski A. *Atomistic Investigation on the Structure-Property Relationship during Thermal Spray Nanoparticle Impact*. Computational Materials Science. 84, 163-174, 2013.
- Goel S., Rashid W., Luo X., Agrawal A., and Jain V. *A Theoretical Assessment of Surface Defect Machining and Hot Machining of Nanocrystalline Silicon Carbide*. Journal of Manufacturing Science and Engineering. 136(2), 2013.
- Goel S., Stukowski A., Luo X., Agrawal A., and Reuben R. *Anisotropy of Single Crystal 3C-SiC during Nanometric Cutting*. Modelling and Simulation in Materials Science and Engineering, 21(6), 2013.
- Goel S., Yan J., Luo X., and Agrawal A. *Incipient Plasticity in 4H-SiC during Quasistatic Nanoindentation*. Journal of the Mechanical Behavior of Biomedical Materials. 34, 330-337, 2013.
- MFR Kets De Vries, P Vrignaud, A Agrawal, E Florent-Treacy. *Development and application of the leadership archetype questionnaire*. The International Journal of Human Resource Management 21 (15), 2848-2863. 2010.
- Agrawal A. *Product Networks, Component Modularity and Sourcing*. Journal of Technology Management and Innovation. 4, 59-81, 2009.
- OTHER ARTICLES, BOOK CHAPTERS AND CASE STUDIES Agrawal A., "A New Initiative in India Empowers Women and Combats Harassment." The Takeaway. Mosbacher Institute for Trade, Economics, and Public Policy at the Bush School of Government Public Service, Texas A&M University. 2023.
- Agrawal A., "The Call of the Pandemic: Rethinking Global Value Chains." The Takeaway. Mosbacher Institute for Trade, Economics, and Public Policy at the Bush School of Government & Public Service, Texas A&M University. 2020.
- Agrawal A., Rook C., "Global Leaders in East and West: Do All Global Leaders Lead in the Same Way?." Edited by Joyce Osland, Lily Li, and Lena Wang, Advances in Global Leadership (Vol. 8), Emerald Group Publishing, Ltd., 2014.
- Agrawal A., Kets De Vries M.F.R., Florent-Treacy E., "The Moral compass: Values-based Leadership at Infosys.", Case Study: INFOSYS, ECCH, 2007. Available with Teaching note.
- PROCEEDINGS Goel S., Agrawal A., "Cutting Hardness- an Absolute Measure after Mohs Hardness Scale", NCRAME, 2013 (Invited).
- Goel S., Agrawal A., "State-of-the-art on Diamond Machining of Silicon:", NCRAME, 2013 (Invited).
- Sosa M., Agrawal A., Eppinger S., Rowles C., "A Network Approach to Define Modularity of Product Components", ASME International Design Engineering Technical Conference and Computers / Information in Engineering Conference, 2005.

PHD STUDENTS
SUPERVISED

Dissertation Committee Member

- Karthik Murali , Currently at the University of Alabama.
- Wenxin Xu, Currently at Hong Kong Polytechnic University.

Dissertation Co-Advisor

- Mayukh Mujumdar, Currently at the University of San Diego

TEACHING

TEACHING HONORS AND AWARDS

- Veteran Resource & Support Center Appreciation - “Thank you for an amazing Class”, TAMU, 2021.
- List of Excellent Teachers, UIUC, 2008-2015.
- Favorite Professor, chosen by MS in Technology Management Class of 2013 at UIUC
- Top Five Professors, chosen by MBA 2010 batch at UIUC
- Best Professor - chosen by MS in Technology Management class of 2010 at UIUC
- University Best Professors - nominated by Undergraduate class of 2011 at UIUC.

COURSES TAUGHT WITH EVALUATION ON 5.0 SCALE

- BADM 566 - Supply Chain Management, MBA Elective, UIUC. (2008 - 4.9, 2009 - 4.7, 2010 - 4.7)
- BADM 378 - Logistics Management, Undergraduate Elective /Core, UIUC. (2009 - 4.8, 2010 - 4.6, 2011 - 4.8, 2012 - 4.7, 2013-4.5, 2014 - 4.7, 2015 - 4.9)
- BADM 589 - Project Management, MS-TM, UIUC. (2009 - 4.5, 2010 - 4.9)
- BADM 566 - Supply Chain Management, MS-TM, UIUC. (2009 - 4.5, 2010 - 4.8, 2011 - 4.7, 2012 - 4.7, 2013-4.7, 2014 - 4.5, 2015 - 4.9)
- BADM 375 - Business Process Management, Undergraduate Core, UIUC. (2011 - 4.6, 2012 - 4.7, 2013 - 4.5, 2014 - 4.1)
- SCMT 705 - Strategic Operations, MS in Business Core, Texas A&M (2019 - 4.9)
- SCMT 688 - Operations Strategy, PhD Core, Texas A&M (2019 - 4.9)
- SCMT 335 - Sourcing and Procurement, Undergraduate elective, Texas A&M (2015 -4.5 and 4.6, 2016 - 4.91, 2017 - 4.92, 4.91 and 4.92, 2018 - 4.94, 4.95, 2019-4.88, 4.95, 2020-4.91, 4.92, 2021 (online)- 4.5, 4.6)
- SCMT 616 - Supply Chain Management, MBA Elective, Texas A&M (2020 - 5.0, 2021 (online)- 4.7, 2022-4.9)
- SCM-B - Supply Chain Management, MBA Elective, IIMU (2022, 8.9/10)
- Operations Strategy, PhD Elective, IIMU (2022-9.9/10)

EXECUTIVE EDUCATION

- Leveraging Networks for Procurement Optimization, at Texas A&M Citycentre, Houston, October 2015.

COURSE DEVELOPMENT

- Case Study - Women Powerline : A Study of Technology Impact on Social Change (2023)
- Case Study - The Patel Motel Model (2023)
- Case Study - Corruption in Supply Chains: Public Distribution System in India(2019)
- Case Study - Zappos (2013)
- Case Study - Patagonia - Deploying the Green Supply Chain (2012)
- Case Study - Microsoft, Nintendo, and Sony - The Game and the Fight (2011)
- Case Study - Boeing and Airbus: Supply Chain Relationships (2014)
- Case Study - Abdul, the Newsboy (2022 updated)
- Case Study - The Risk Pooling Effect in Supply Chains (2022 updated)
- Classroom Exercises for a variety of scenarios in Project Management (2009)

PROFESSIONAL
VISIBILITY AND
SERVICE

INTERNAL SERVICE

- Deployed “Research Seminar series” and “Research Day” initiatives at IIM Udaipur. The former is a formal series for sharing research, while the Research Day is focused on showcasing individual faculty level competencies to the entire scholarly community at IIMU.
- Deployed multiple “Paper Development Workshops” at IIMU; these are voluntary sessions directed at feedback on work-in-progress manuscripts. Participants read and prepare comments for each of the other submissions and therefore obtain friendly reviews on an idea or a work-in-progress paper.
- Faculty grievance committee member, Texas A&M University. 2021 - till date. Chaired grievance committee to evaluate a faculty complaint: Multiple meetings with committee members and the faculty member were held. Asked for data from the related College, and examined documents, with follow-up meetings. Advised the provost as to the complaint. Effort noted as “Timely and Substantive” by Provost Office.
- PhD Committee member. Actively recruited students. Championed visibility of PhD program to various graduate programs within US. 2018-2020.
- Trained Faculty members for ZOOM teaching transition. March 2020.
- Member of Undergraduate Online Graduation Committee, helped seamless transition to online graduation experience for new graduates. 2020.
- Career Consulting workshop: Shared Cost reduction and Quality Improvement consulting experiences in two sessions with MBA students. 2020.

EXTERNAL SERVICE

- Editor, POMS Chronicle, 2018-2020. Stabilized the biannual issues, and introduced one-on-one interviews with POMS Fellows, which involved travel to other Universities.
- Chair, M&SOM Diversity and Inclusion Committee, 2021 - till date. Designed an equity survey with other members and suggested policies to make the society more inclusive, including dealing with sexual harassment and racism. Organized panel discussion in INFORMS 2021 on parental leave policies: recruited panel members from five countries for the panel. Currently designing a new survey and developing the M&SOM report on parental leave policies that can act as a helpful tool for Universities.

SERVICE AS JOURNAL REFEREE/EDITOR, 2008-2023

- Journal of Operations Management : Associate Editor
- Production and Operations Management: Senior Editor
- Manufacturing and Service Operations Management : Reviewer
- Management Science : Reviewer
- European Journal of Operational Research : Reviewer
- California Management Review : Reviewer

PROFESSIONAL HONORS AND AWARDS

- Best Reviewer Award - Production & Operations Management Society, 2017.
- Meritorious Service Award - Manufacturing & Service Operations Management Society, 2018

POSITIONS HELD IN PROFESSIONAL ORGANIZATIONS IN 2008-2023

- Member, INFORMS
- Member, Production and Operations Management Society (POMS).

PROFESSIONAL CONFERENCE/MEETING/SEMINAR/WORKSHOP IN 2008-2023

- Agrawal, Anupam, Van Wassenhove Luk, De Meyer, Arnoud. The Sourcing Hub and Supplier Networks. POMS, La Jolla, California, May 2008.
- Agrawal, Anupam. Quality and Relationship Choice in Supply Chains. MSOM, University of Maryland, June 2008.
- Agrawal, Anupam, De Meyer, Arnoud. Case Studies on Sourcing Hub. INFORMS Conference, Washington D.C., October 2008.
- Agrawal Anupam, Petruzzi Nicholas. Newsvendors, Agents and Alignment. INFORMS, San Diego, California, October 2009.
- Agrawal, Anupam. Inter Organization Arrangements, Supplier Trust and Supply Chain Effectiveness, INFORMS, Austin, 2010.
- Agrawal, Anupam. Organizing for Quality, INFORMS, Austin, 2010.
- Agrawal Anupam. Organizing for Quality, IIM Lucknow, India, 2010.
- Agrawal Anupam. Organization Structure and Quality, POMS, Reno, 2011.
- Agrawal Anupam. Organizing for Quality, Indian Institute of Management, Bangalore, India, 2011.
- Agrawal Anupam. Deploying The Supplier focused Organizational Structure, Tata Motors, Uttarakhand, India, 2011.
- Agrawal Anupam. Organizing for Quality, INFORMS, Charlotte, 2011.
- Agrawal Anupam and Suresh Muthulingam. Organizational Structure, Quality Improvement, and Learning, INFORMS, Charlotte, 2011.
- Kwon, H. Dharma, Agrawal Anupam, and Muthulingam, Suresh. A Game of Investment in Supplier Quality with Spillover Effects, INFORMS, Charlotte, 2011.

- Agrawal Anupam, Van Wassenhove L., De Meyer, A. The Sourcing Hub Concept, DSI, 2011.
- Agrawal Anupam. Organizing for Quality, POMS, Chicago, 2012.
- Agrawal Anupam and Muthulingam Suresh. Learning and Forgetting: Vendor Quality Improvement, INFORMS, 2012.
- Kwon, H. Dharma, Agrawal Anupam, and Muthulingam, Suresh. Strategic Investment Under Information Externalities and Spillover Effects, INFORMS, Phoenix, 2012.
- Agrawal Anupam. Organizing for Quality, POMS, Denver, 2013.
- Agrawal Anupam, Suresh Muthulingam. Does Forgetting Affect Vendor Quality Performance?, POMS, Denver, 2013
- Agrawal Anupam, Organizing for Quality Improvement - An Empirical Investigation, Invited Seminar, Johnson School of Business, Cornell University, Ithaca, 2014.
- Agrawal Anupam, “Building Quality in Supply Chain”, Invited Lecture, Tata Motors, Lucknow India, June 2014.
- Agrawal Anupam and Muthulingam Suresh. Does Forgetting Affect Vendor Quality Performance. POMS, Atlanta, 2014.
- Agrawal Anupam: Panel discussant, “Learning and Knowledge Creation”, POMS, Atlanta, 2014.
- Agrawal Anupam, Suresh Muthulingam. Does Forgetting Affect Vendor Quality Performance?, INFORMS, San Francisco, 2014.
- Agrawal Anupam, Suresh Muthulingam, Tharanga Rakapaksha. Modularity in Supply Chains. POMS, Washington D.C., 2015.
- Agrawal Anupam, Suresh Muthulingam. Spillover in Quality, INFORMS, Philadelphia, 2015.
- Agrawal Anupam. Organizing for Quality. Invited Seminar, University of Minnesota, Minneapolis, Dec 2015.
- Karthik Murali, Agrawal Anupam. Competition or Cooperation for Sustainability? POMS, Orlando, May 2016.
- Agrawal Anupam, Ertekin Necati. Consequences of Return Period Policy Change on Multichannel Profitability. IIM, Lucknow, India, December 2017
- Karthik Murali, Agrawal Anupam. Competition or Cooperation for Sustainability? INFORMS, Houston, 2017
- Agrawal Anupam, Tharanga Rajapakshe, Suresh Muthulingam. How the Interplay of Modularity and Quality Affects Performance. POMS, Seattle, 2017.
- Agrawal Anupam. Learning and Depreciation of Learning in Supply Chains. POMS, Seattle, 2017.
- Youn, Seokjun, Anupam Agrawal, Subodha Kumar, Chelliah Sriskandarajah. Bundled Payments for Healthcare Services: A Framework. Poms Seattle, 2017 POMS Annual Meeting
- Ertekin N., Agrawal, A., “Consequences of Return Period Policy Change on Multichannel Retailer Profitability,” IIM Lucknow, India, December 2017.

- Agrawal, A., Ertekin, N., “Consequences of Return Period Policy Change on Multichannel Retailer Profitability,” IIM Udaipur, India. (June 2018).
- Agrawal, A., Mukherjee, U., “Market Mediation in Electronic Procurement Auctions,” POMS 2018, Houston.
- Agrawal, A., Mukherjee, U., “The Effect of Organizational Design on Quality Improvement,” POMS 2018, Houston.
- Kim, Y., Agrawal, A., Kwon, D., “Strategic Investment in Shared Suppliers with Quality Deterioration”, INFORMS 2018, Phoenix.
- Ertekin N. and Agrawal A., “How Does a Return Period Policy Change Affect Multichannel Retailer Profitability?”, POMS 2019, Washington.
- Majumdar M., Agrawal A., Sriskandarajah C., “Safety Stock Allocation in Online Retailing Network Under Demand Uncertainty and Lost Sales”, INFORMS 2019, Seattle.
- Agrawal A., Letizia P., “Customization and Returns”, Online Seminar, Indiana University, 2020.
- Agrawal A., Letizia P., “Customization and Returns”, Online Seminar, Indian Institute of Management Udaipur, 2021.

PROFESSIONAL CONSULTING/ADVISING IN 2008-2023

- Advised Tata Motors on Supply Chain Strategy, Mumbai, India, 2008.
- Advised Tata Motors on refining Supply Chain Organization and Strategy, India, 2009-2014.
- Advising the startup Technosys, Lucknow, India, 2010-present.
- Advised Government of India on improving effectiveness of Public Distribution System, Sitapur, India, 2010.
- Advised the startup EduNirvana, Hyderabad, India, 2010.
- Advised the startup FairAvani, Vancouver, Canada, 2011-2015.
- Advising the startup Acuva Technologies, Vancouver, Canada, 2015-2023.
- Advising the startup Tailwyndz, USA, 2019-2021

OTHER PROFESSIONAL DEVELOPMENT IN 2008-2023

- Data Science Bootcamp, TAMU, 2023
- Wolfram - Introduction to Machine Learning, 2019
- Online Teaching Course - UIUC Outreach Program, 2010

RESEARCH GRANT PROPOSALS

- Anupam Agrawal (Co-PI) and Arun Sen, Effect of Care Coordination on Emergency Department Visits: An Empirical Analysis, Texas A&M University, Grant Total Amount is 14800 (USD), 2018
- Anupam Agrawal (PI), Learning and Forgetting in supply chains, Campus Research Board, University of Illinois at Urbana-Champaign, Grant Total Amount is 3400 (USD), 2013

- Anupam Agrawal (PI), Inter Organizational Arrangements, Supplier Trust, and Supply Chain Effectiveness, Campus Research Board, University of Illinois at Urbana-Champaign, Grant Total Amount is 3020 (USD), 2010-2011
- Anupam Agrawal (Co-PI) and Vishal Sachdev, The interaction of Modularity and 3-D Printing in After-Sales Service, Business Excellence Grant Competition, 2014

SOCIETAL IMPACT

- My research impacts society in two ways.
 - First, my empirical research with firms such as Tata Motors, Tata Daewoo, BMW, and Knorr Bremse which focused on procurement, sourcing of modular components and learning between buyers and suppliers, has informed the practice of supply chain at these firms and made an impact in improving business practices directly.
 - Second, my research on societal issues, such as the coronavirus pandemic, helps society at large by uncovering possible solutions and applications for addressing the pressing needs of the society.
- My teaching is making a positive impact on society by addressing the critical issue of trust and morality between buyers and suppliers. Specifically, my own case study “Infosys: The Moral Compass” addresses the issue of how businesses can benefit from being good citizens.
- My service impacts society directly. I am very actively involved with the education of underprivileged children, specifically with (a) Laxmi Ashram, an organization in Kausani hills in India, that works for the education of underprivileged girls, and (b) Anjali School, a school in the ancient city of Varanasi in India, that focuses on the education of the poorest of the poor.

I am also a member of the M&SOM Diversity and Inclusion Committee and help suggest policies to make society more inclusive, including dealing with sexual harassment and racism.

INDUSTRY EXPERIENCE

TATA MOTORS, INDIA 1997-2004

Project Manager (Supply Chain) 2004

- Identified as firm level resource in an internal talent search (Top 5 out of 4500 officers). Job rotated to Tata Motors Headquarters at Bombay House as Project Manager (Supply Chain) to streamline the procurement and sourcing function for Tata Motors.

Senior Manager (Supply Chain) 2001-2003

- Set up the Fully built Vehicles (FBV) business for Tata Motors. This new division is now an important business unit within Tata Motors
- Developed new suppliers and initiated new product development for FBV
- Developed Bill of Material based product pricing for all vehicles, and negotiated the same with suppliers.

Manager (Human Resources) 2000-2001

- Headed the Human Resources function during Lockout of Lucknow plant and subsequent opening and setting up of new team based culture at the plant (200 officers, 675 workmen)
- Introduced Career Planning, Succession planning, Competency based Selection and Training and 360° feedback initiatives at Tata Lucknow.

- Set up Industry-Academia interaction with IIT Kanpur.

Assistant/ Deputy Manager (Materials Pricing) 1997-2000

- Developed processes and systems for Materials pricing and Supply Chain Management. Set up the Lucknow Materials Pricing department.
- Achieved cost savings of over Rs. 20 million by introducing data based approvals, simplified and strategic procurement.
- Initiated inter plant logistics simplification.

PROCTER & GAMBLE, MUMBAI, INDIA, 1995-1997

Section Manager (Sales Systems)

- Set up the P& G Bangladesh country level Distribution Systems.
- Worked as core team member on India Distributor Systems Project for setting up distributors all over India.
- Set up policies for Distributor Business Systems.

ITW SIGNODE, SECUNDERABAD, INDIA, 1994-1995

Manager (Marketing)

- Managed Product management and Application Engineering for the Steel Packaging Group.
- Initiated concentrated product focus through application involvement at the customer factories resulting in increased sales opportunities with Hindalco and Ispat Industries.